



MALAWI

**EU COUNTRY ROADMAP FOR
ENGAGEMENT WITH CIVIL SOCIETY
2014 - 2017**

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Date of Approval:

1 STATE OF CIVIL SOCIETY

1.1 ENABLING ENVIRONMENT

Generally, there is an enabling legal framework for the operation of civil society organisations in Malawi. The 1995 Constitution guaranteed human rights and the creation and protection of space for other development actors outside the State to take an active role in development and engaging the government on development related initiatives.

The registration process for NGOs in Malawi is not clearly defined. According to the NGO Act, an NGO should register with the Registrar of NGOs through the NGO Board. Over the past five years, the government has shifted responsibilities for NGO coordination from the Office of the Vice President to the Office of the President and Cabinet and then to the Ministry of Gender. Multiple offices are responsible for registration, depending on the type of organization.

Most NGOs are registered under the Trustees Incorporation Act (1966) through the Office of the Registrar-General. Others are registered under Companies Act. These are registered through the Registrar of Companies and this method is often used to bypass bottlenecks and costs of registering as a trust.

In 2001, the Malawi Government introduced the NGO law (the Malawi Non-Governmental Organisations Act). This law has seen the establishment of the NGO Board of Malawi whose role is to register and regulate the operations of all NGOs in the country. All NGOs must be registered with the NGO Board and CONGOMA (Council for non-governmental organisations in Malawi). To qualify as NGOs, organisations must have at least two Malawian citizens as directors or trustees, provide a plan of activities and sources of funding, and pledge not to engage in partisan politics. NGOs must provide audited accounts and a description of activities to the board on an annual basis.

An application for registration can be accepted or rejected by the NGO Board within a period of ninety days from the date of the application. In the event of a rejection to register, the Board is obliged by law to provide reasons to the applicants. Furthermore, the board is mandated to de-register any organisation and the aggrieved organisation has a right to apply to the High Court for judicial review. There have been some instances where the CSOs working on human rights and governance issues have faced difficulties registering. There have also been some problems with registering international NGOs.

The NGO Act has been met with resistance and suspicion. The necessity to register with CONGOMA is seen as a violation of freedom of association. The NGO Board is perceived to be a body created to control NGOs. Another restriction (especially for small NGOs) is the amounts of funds that need to be paid to register.

The Community Based Organisations (CBOs) and Faith Based Organisations (FBOs) can register as NGOs at the Ministry of Local Government's district council. The Ministry of Local government has since January 2014 introduced a model MOU which stipulates obligations between non state actors and government as a way of promoting sustainable cooperation. Trusts register with the Office of the President and Cabinet, and limited companies by guarantee register through the Registrar of Companies. International

charitable and voluntary organisations registered outside Malawi can be recognised through a memorandum of understanding with a relevant ministry or department. Registration for service delivery organisations is simple, as they are generally viewed as partners to the government.

In terms of the broader civil society, the trade unions and the chambers of commerce can also be identified. The Malawi Confederation of Chambers of Commerce and Industry (MCCI) is a partnership of all enterprises and associations representing all sectors of the economy of Malawi. MCCI carries out research and analyses policies and regulations to identify obstacles to doing business in the country to ensure a conducive environment for private sector development. It also represents the Malawian business community at national, regional and international fora.

In specific categories, the private sector has also set up umbrella organisations aiming at representing members with specific interests at national level such as MCCI, international bodies and government. Some associations are funded through membership fees and can have large number of members (12 000 members for the Mini bus owner association). Some of them, such as the Road transport operators association also provide training, access to driver database and access to legislation.

The Malawian trade unions are associated under the umbrella of Malawi Congress of Trade Unions, an organisation registered in 1995 as a membership labour movement organisation with the aim of promoting, uniting and strengthening human rights standards and social welfare of workers at the work place. MCTU has a membership of seventeen affiliates.

Although there is no legal framework to guide the participation of civil society organisations in public policy discourse, the government is open to engagement with civil society organisations. Organisations rather freely interact with government and its officials including the legislature and judiciary. The space for civil society operations is quite open and CSOs are able to work in various communities without being restricted. However, there is no law on access to information and organisations struggle to access vital information from government and public officials. Currently, work is in progress to put together access to information laws through draft legislation and an access to information policy which is at an advanced stage but there is little guarantee for its quick submission to parliament.

The current framework when it comes to financial regulations is seen as an obstacle to the functioning of the CSOs. One area that is unpredictable for CSO is resources related to taxation. CSOs are not liable for corporate tax but have a duty to remit all other taxes levied on their taxable activities or payments, unless they are using tax-exempt funding from foreign donors. Even in this case, CSOs are required to pay taxes up front and then get reimbursed. The Finance Minister in Malawi enjoys a surfeit of authority and discretion to change the tax regime affecting CSOs through announcements in the budget statement. For example, in 2011 when the government was cash-strapped, the Minister announced that CSOs would no longer be automatically tax-exempt. Instead, they would have to go through a time-consuming process of seeking authorisation from the Minister. In addition, the Finance Minister decided that no CSOs or NGOs, including churches, would be exempted from paying taxes on building materials and capital equipment such as vehicles.

There are also no incentives for business or private persons to support civil society financially, which hampers the efforts to ensure financial sustainability of the organisations.

There have been some attempts to limit the freedom for CSOs in the last few years. Prior to the changes in government in April 2012 civil society operated in a political context in which the space for policy dialogue was significantly constrained and characterised by acrimony and intimidation. From 2009 to April 2012, CSOs were not given the platform to input into policy debate, leading to elite capture in policy formulation. Under Joyce Banda's political leadership (2012-2014) CSOs were recognised as partners in development and as a President she engaged them in discussions on issues of development, transparency and financial probity in the public sector. Despite the opening there were some clashes between the CSOs and the government which did not always seem to be open to criticism.

1.2 PARTICIPATION AND ROLES

Malawian CSOs continue to engage in a wide range of activities, including advocacy and lobbying, human rights, democracy and governance, capacity building, gender and development, and media development.

CSOs play a critical role in the consolidation of democracy in Malawi but have not often been the initiator of policies. There is a perception that CSOs have been rather "reactive" instead of "proactive". Nevertheless CSOs have been crucial participants in the democratisation processes in the country. They create connection between the national and international communities, contribute to democratic consolidation as watchdogs in the political system, articulate demands from the grassroots to the authorities and political elites. By mobilising on issues and concerns among the population, CSOs are also pursuing change and reform in the political system. Many organisations are involved in civic education, elections monitoring, legal aid, policy formulation and advocacy and mediation.

Service providing CSOs continue to have effective communication and collaboration with the government. District and national-level organisations collaborate and interact with both central and local government structures. For instance, they participate in local government development meetings and consultations on development policy framework. At the national level, CSOs have several opportunities to engage in policy making by participating in different government-initiated mechanisms, including Thematic Working Groups (TWGs), Sector Working Groups (SWGs) and Malawi Growth and Development Strategy (MGDS) reviews. Parliamentary committees are fairly easily accessible and are utilized by the organisations focused on health, education, mining and energy, security, finance, and economic policy. CSOs most often interact with parliamentary committees during the annual parliamentary budget hearings.

In some cases, however, CSO participation is only cosmetic and the government does not reflect the issues raised by civil society in its final policy documents. In addition, CSO involvement is often driven by donor pressure on the government to engage with civil society.

CSOs deliver also a wide range of services in agriculture and food security, capacity building, construction and infrastructure development, counselling, disability, disaster management, drug and substance abuse, education, energy, environment, land and natural resources management, gender and development, health, HIV/AIDS, media development, microcredit and finance, orphan care and children's affairs, social rehabilitation, water and sanitation, and youth empowerment.

Few CSOs sell goods or services. Some CSOs do charge for services, such as health or education, in order to cover administrative costs. However, CSOs rarely charge their clients the actual costs of delivering their services, as they are subsidised by the government and development partners.

The government generally appreciates CSOs' role in basic service delivery and cooperates with them. The government awards contracts to CSOs to provide services in areas like health and education. CSOs engaged in human rights and political governance advocacy generally do not get government funding for their work.

However, government officials are less receptive of CSOs monitoring government service delivery. Many government officials are reluctant to receive feedback on their services and therefore do not create feedback mechanisms.

1.3 CAPACITY

While civil society in Malawi is quite diverse, it is still relatively weak. In term of numbers, faith-based institutions and local traditional structures tend to predominate. Malawi civil society has a number of internally and externally driven capacity constraints that impede its ability to effectively perform its role as a channel to advocate for citizens' rights and community interests.

The main constrains of the CSOs include:

Legitimacy: Many civil society organisations have failed to establish their legitimacy to engage with Government, largely because they have failed to effectively develop strong constituencies of citizens; and weak internal governance undermines their credibility.

Distrust: Political leaders still perceive civil society organisations as a threat to the sustenance of power to govern. In addition, probably out of fears resulting from experiences of the one party regime, people are not inclined to get involved in controversial political and economic debates. This frustrates the efforts of CSOs in advocating for changes in policies.

Weak Capacity: Civil society organizations are characterised by weak institutional capacity, weak linkage to reliable and credible sources of information to inform programming, poorly qualified staff and weak financial management systems. Furthermore, the majority of civil society organisations lacks expertise in project management. Civil society needs to increase its effectiveness, in particular, capacity for evidence-based advocacy and ability to work with traditional and local authorities, if it is to contribute to improvements in service delivery and fulfil its watchdog mandate and fostering accountability from the demand side of the equation. The only exception in terms of capacity is private sector associations which seem to have sufficient capacity to perform their role.

Governance structure: Most CSOs have governance systems and structures that clearly segregate organisational authority. In such CSOs, upward accountability is enforced in

which the management of the CSOs account to their boards as well as to their donors both on the operations and activities of the CSOs as well as on finances. However, other CSOs lack an appropriate division of responsibilities between their boards of directors and staff members and are consequently lacking effective governance systems altogether. Furthermore, many local CSOs suffer from “founder syndrome,” in which the founders make all organisational decisions without effective supervision from their boards, and their boards are comprised of the founder’s friends and associates. Such CSOs have problems with upward accountability especially on how well they use monetary resources.

Dependence on Foreign Funding: Almost all local civil society organisations have a weak financial base, as they are not able to generate resources locally and rely on donor funding or membership fees. CSOs do not receive tax favours and government has not put in place any mechanisms to deliberately support and sustain their operations. This means all organisations have to seek donor money to survive. Due to the waning donor support, experienced especially from the mid-2000, most civil society organisations in Malawi have scaled down their operations and others have completely closed operations. Very few of them have steady financial sustainability policies and strategies. This has often translated into the pursuit of the agenda of donors and development partners, especially on governance which as a result affects their credibility amongst the society and the government. An emerging challenge is for local organisations competing for the same resources with international organisations. This has to certain extent strained the relationship between local and international organisations as the former feel that most donors favour international organisations at their expense. A typical scenario in Malawi is that most local organisations survive on volunteers as they cannot maintain staff on full salaries throughout the year. Since the end of last year, after the corruption scandal (so called "cash-gate") has been discovered many development partners started challenging most of their funds through CSOs.

2 CURRENT EU ENGAGEMENT

2.1 STRUCTURED EU DIALOGUE WITH CIVIL SOCIETY

Structured dialogue is not being held jointly by the Member States and the EU. However dialogue with CSOs takes place on a regular basis.

For example the UK holds bi-monthly meetings with UK registered CSOs based in Malawi as well as local CSOs receiving UK funding to discuss current issues. Regular items include development priorities and a political, economic and security update. The meetings are hosted by DFID Head of Office. The agenda and topics are agreed between the civil society and the DFID. One-off meetings on specific topics / current issues are also hosted by British High Commission. They target mainly local civil society.

The EU does not hold structural meetings with CSOs but engages with them on regular basis. For example EU engages with civil society in the programming processes, holds bilateral meetings with CSOs to discuss current issues and has also established Human Rights Defenders Group that comprises of CSOs that work in area of human rights and democracy. Depending on the meeting the agenda might be either agreed jointly or prepared by the EU Delegation (for example for the purpose of programming). CSOs are also involved in the context of identification and formulation of new EU interventions. They are also consulted in preparation of the Calls for Proposals.

There has been efforts to include civil society in dialogue with Development Partners on number of issues including budget support (the CSOs have been art of dialogue within the Common Approach Budget Support). CSOs will also be included in the dialogue structures of the Development Cooperation Strategy.

2.2 POLICY DIALOGUE FOR AN ENABLING ENVIRONMENT

There is no specific focus on the enabling environment for civil society. It is treated as a cross-cutting issue in programmes and political engagement/lobbying. However during the second term of the Bingu wa Mutharika presidency the EU and the Member States did defend the CSOs against the more and more restrictive environment. The government of Joyce Banda reversed the provisions set by President Mutharika.

2.3 MAINSTREAMING CIVIL SOCIETY

The EU Delegation tries to mainstream work with CSOs in all the sectors by including: special provisions on work with CSOs in the geographical instruments as well as using the thematic instrument and inclusion of CSOs in thematic dialogues or in programming. Some information sessions between the EU Delegation and civil society have also been organised to mainstream engagement with local civil society in EU cooperation processes. During these sessions, representatives of civil society have the opportunity to raise questions, formulate comments and provide inputs to the guidelines of the project, all of which helps to reinforce the cooperation between CSOs and the EU. For example, Malawi local civil society contributed to the drafting of the 11th European Development Fund Programme. The EU, through the Technical Cooperation Facility, also supports variety of policy dialogues and knowledge dissemination events organised by CSOs.

The UK works with civil society on the demand side of governance to ensure citizens and communities are empowered to promote better information, monitoring and influencing of government policies and service delivery. For instance, though the Kalondolondo community score carding programme, the UK is supporting Plan International, ActionAid and CONGOMA to work with communities to improve access for poor and excluded groups to services across key sectors (health, education, water and sanitation, agriculture). This work directly complements interventions on the supply side where the UK works directly with various levels of government in different sectors.

Germany is working with local authorities to ensure that the implementation of local development processes includes reciprocal contributions of non-state actors. Councils and CSOs in Chitipa, Mzuzu City, and Kasungu municipal, Luchenza, Salima, Balaka, Zomba and Karonga are networking. Germany has supported the Ministry of Local government to introduce a model MOU which stipulates obligations between non state actors and government as a way of promoting sustainable cooperation. So far, where there is an MOU, CSO and Councils are not double targeting of beneficiaries or areas of impact as the CSO/Council interface meetings are used for planning, mobilisation, mapping and resource sharing. Furthermore, German support has gone towards the development of sector specific service charters in councils as a way of promoting bottom up accountability especially during the time the councillors were absent (2000-2014). In

addition, Germany regularly supports a variety of German NGOs and their Malawian counterpart organisations to implement programmes, especially in the social sectors.

Apart from the support given through Tilitonse (a civil society governance fund supported by UK, IE and NO), Irish Aid works with Concern Universal and Evangelical Association of Malawi (EAM), a Faith Based Organisation, in the resilience building programmes and capacity building of local structures at district level. These are integrated food security and sustainable livelihoods programmes being implemented in Dedza, Ntcheu, Balaka and Chikwawa. The goal of the programmes is to contribute to poverty and vulnerability reduction through local development. Irish Aid also works with CISANET, a network that has established a platform that brings together CSOs that influence policy in the agriculture sector.

2.4 COORDINATION

The EU is locally represented in Malawi by the EU Delegation, Germany, Ireland and the United Kingdom.

Coordination takes place mainly through Heads of Missions/Heads of Cooperation meetings which cover policy and programme issues which may feature a civil society angle, civil society matters are rather rarely an agenda item in their own right. In the framework of Tilitonse Heads of Cooperation meet on a semi-regular basis.

At a technical working level, until early 2013, the Development Partners (including the EU and Member States) have been meeting regularly at the Committee on Governance (CoG) where the issues of civil society were also discussed.

The EU and Member States occasionally exchange information on the support to CSOs on a bilateral basis but there is no regular exchange on supported projects, partners or good practices.

In the past years there have been some efforts to facilitate joint action. The establishment of the Tilitonse civil society governance fund in 2011 is a case in point. The fund facilitates a more coordinated and effective approach to supporting CSOs working on governance issues through joint funding and information sharing. Division of labour is ensured through a rotating chairmanship among donors.

The EU was supposed to be part of the fund and participated in the creation of it, however due to difficulties in concluding a delegation agreement with DFID (the issue related mainly to concerns with sub-delegation used by the fund vis a vis the EU procedures), the EU had to pull out and reallocate the funds earmarked for this activity.

2.5 LESSONS LEARNT

Several lessons have been learnt by the EU from its engagement with civil society in Malawi. On the positive side, the EU financing modalities are more flexible than the instruments involving the government. NGOs often provide high quality work and

produce concrete impact. However reviews of EU instruments (like the Support to Non State Actor (NSA) Capacity Building project and European Instrument for Democracy and Human Rights) have shown that the EU ‘call for proposals’ procedure is difficult for the CSOs to follow and comply with, and the process is also relatively slow. Some local CSOs find it difficult to implement the EU procedures and the EU Delegation often has to provide significant guidance. International NGOs usually have more experience and find it easier to comply with the EU rules and procedures. The Mid Term Review for the NSA project stated quite bluntly that “the EU is not the right donor for small grants”. In most cases the EU has also noted that longer term projects with CSOs bring more tangible results. There is a lack of coordination between the different NGOs, despite the existing networks, which can lead to elements of duplication.

Different standards and rules can make it challenging for Member States to work together. For instance, the Tilitonse fund management set-up turned out to be incompatible with the EU Financial Regulation and as a result the EU had to withdraw from the joint arrangement, leaving Tilitonse Fund with significant shortfall in funding. In the day-to-day management of the fund, different reporting requirements and areas of emphasis for different donors (e.g. the degree of focus on results and value for money) can also lead to tension. It is important to have governance structured in place that allow for open and constructive discussion to resolve issues.

When entering into a joint donor funding arrangement like Tilitonse, donors need to consider how to manage existing relationships with CSOs that have been built up over the years. It can be challenging to replace long-standing bilateral connections with a joint donor relationship.

On improving existing local capacities, more cost-effective ways of reaching out to the rural CSOs have to be fully explored. For instance, twinning of CSO networks (those that are advanced against the newly introduced) where peer to peer learning takes place is more effective than centre-led orientations (workshops). Similarly, such platforms are used by the local actors to monitor the status quo of obligations agreed in the memorandum of understanding as one way of strengthening the cooperation/collaboration.

The private sector seems to have more influence on the policy dialogue than the rest of the non-state actors. It has managed to organise itself and play an important role in many sectors (like in transport). This influence should not be neglected and when implementing sector budget support, the EU has to take into consideration the influence these associations can have on the reform of the sector.

3 PRIORITIES

PRIORITY	INDICATOR
With regards to the Enabling Environment (first pillar of the Communication)	
1. Freedom of association is promoted	The current NGO law is reviewed
2. Freedom of information is promoted	Access to Information Bill is adopted and

	implemented
3. The financial sustainability of CSOs is strengthened	Critical number of CSOs are receiving support from multiple sources
With regards to civil society meaningful participation in policy dialogue and domestic policies (second pillar of the Communication)	
4. The participation of civil society in budget preparation and tracking is strengthened	CSOs have access to the draft budget and are consulted in the process.
5. CSOs supported to provide greater citizen voice and participation in governance with improved management of public resources	Number of people supported to have choice and control over their own development and hold government to account
With regards to capacity development (third pillar of the Communication)	
6. Local CSOs efforts to enhance their independence, internal governance, transparency and accountability are supported	Existence and implementation status of codes of conduct/Internal governance standards/ covenants developed by CSOs
7. CSOs efforts to work together and develop joint initiatives and campaigns are promoted	Existence of joint initiatives between the NGOs and private sector
8. CSOs capacity in research and issue based interventions is strengthened	Level of advocacy activities conducted on the basis of evidence based research
Coordination between EU and EU Member States	
9. Coordination between EU and Member States with regards to CSOs improved	Number of initiatives done jointly between EU and EU MS (including joint programmes and financial support to CSOs)

4 ACTIONS

Priority 1
Freedom of association is promoted
Indicator
The current NGO law is reviewed
Actions
A. Analysis: Studies, mappings and research
I. CSOs will be supported in conducting a review of the current NGO Act and making a proposal for change in the legislation
<i>Responsibility: EUD + MS</i>

B. Policy dialogue, consultation and facilitation
<p>I. Discussion will be facilitated between the CSOs, the Ministry of Justice, Law Commission and the Government's advisor on relations with CSOs</p> <p>II. The issue of NGO act revision will be raised in dialogue with the Government and the Parliament.</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming
<p>I. Support to review of the law (e.g. provision of Technical Assistance, workshop between CSOs to review the law) – Tilitonse or EU Technical Cooperation Facility could be mobilised</p> <p><i>Responsibility: EUD + MS</i></p>

Priority 2
Freedom of information is promoted
Indicator
Access to Information Bill is adopted and implemented
Actions
A. Analysis: Studies, mappings and research
<p>I. CSOs will be supported to lobby for a review of the Public Secrecy Act that may impede the implementation of the Access to Information legislation.</p> <p><i>Responsibility: IE + UK (through Tilitonse)</i></p>
B. Policy dialogue, consultation and facilitation
<p>I. The issue will be raised in through dialogue with Government and the Parliament to ensure speedy endorsement of the draft bill</p> <p>II. Sessions can be organised to sensitize stakeholders (civil society, media, Malawi Human Rights Commission) on the Act</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming
<p>I. European Instrument for Democracy and Human Rights</p> <p>II. The Civil Society Governance Fund (Tilitonse)</p> <p>III. Bilateral funding from IE</p> <p><i>Responsibility: EUD, IE + UK</i></p>

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Priority 3
The financial sustainability of CSOs is strengthened
Indicators
Critical number of CSOs are receiving support from multiple sources
Actions
A. Analysis: Studies, mappings and research
<p>I. CSOs is supported in analysis the issue of financial sustainability drawing lessons from good practices in Malawi and the region</p> <p><i>Responsibility: EUD + MS</i></p>
B. Policy dialogue, consultation and facilitation
<p>I. Discussions between CSOs, private sector, government, local authorities and development partners are facilitated to build bridges and find creative solutions that could improve financial sustainability of CSOs</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming
<p>I. CSOs capacities in financial management are strengthened through capacity building for grantees (through Tilitonse and EU grants)</p> <p><i>Responsibility: UK, IE (through Tilitonse), EUD</i></p>

Priority 4
The participation of civil society in budget preparation and tracking on national and local level is strengthened
Indicators
CSOs have access to the draft budget and are consulted in the process.
Actions
A. Analysis: Studies, mappings and research
<p>I. Civil Society will be supported in their analysis of the budget processes.</p> <p><i>Responsibility: EUD + MS</i></p>

B. Policy dialogue, consultation and facilitation
<p>I. Discussions between the government of Malawi, parliament and CSOs to create effective means for CSO participation in budgeting</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming
<p>I. The Tilitonse fund is already supporting CSO participation in budget tracking and could do more in ensuring better participation in preparation and allocation of resources</p> <p>II. Germany through GIZ with the PFM programme who supports Citizens for Justice in strengthening the institutions working on accountability (like the National Audit Office)</p> <p>III. 11th European Development Fund could be used to mainstream the participation of CSOs in Public Financial Management</p> <p>III. EU NSA-LA Instrument can focus on strengthening the CSOs capacities in budget analysis and tracking</p> <p><i>Responsibility: EUD + MS</i></p>

Priority 5
CSOs supported to provide greater citizen voice and participation in governance with improved management of public resources
Indicator
Number of people supported to have choice and control over their own development and hold government to account
Actions
A. Analysis: Studies, mappings and research
<p>I. The Tilitonse fund set-up includes an independent impact evaluation which will provide evidence and lessons on the role of CSOs in promoting empowerment and accountability</p> <p><i>Responsibility: IE + UK (through Tilitonse)</i></p>
B. Policy dialogue, consultation and facilitation
<p>I. Discussions between CSOs, government and local authorities are facilitated to provide opportunities for influencing and to hold duty bearers to account.</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming

- I. The Tilitonse civil society governance fund is already focused on strengthening citizen voice in achieving more inclusive, accountable and responsive governance
- II. The Kalondolondo score-carding programme is working through civil to ensure community participation in planning and budgeting processes at local, district and national levels.
- III. EU NSA-LA Instrument will focus on role of CSOs as actors in governance and accountability

Responsibility: IE + UK (through Tilitonse) + EUD

Priority 6
Local CSOs efforts to enhance their independence, internal governance, transparency and accountability are supported
Indicators
Existence and implementation status of codes of conduct/internal governance standards/covenants developed by CSOs
Actions
A. Analysis: Studies, mappings and research
<p>I. Support CONGOMA to review internal governance systems of its member CSOs</p> <p><i>Responsibility: IE + UK (through Tilitonse)</i></p>
B. Policy dialogue, consultation and facilitation
N/A
C. Funding: Operational support including mainstreaming
<p>I. Tilitonse (Civil Society Governance Fund supported by UK, IE and NO) through its Capacity Building Strategy</p> <p><i>Responsibility: IE + UK (through Tilitonse)</i></p>

Priority 7
CSOs efforts to work together and develop joint initiatives and campaigns are promoted
Indicators
Number of projects done in partnerships between different NGOs

Existence of joint initiatives between the NGOs and private sector
Actions
A. Analysis: Studies, mappings and research
<p>I. Mapping of CSOS networks effectiveness</p> <p><i>Responsibility: IE + UK (through Tilitonse)</i></p>
B. Policy dialogue, consultation and facilitation
<p>I. Regular interaction between NGOs and private sector is facilitated through regular meetings and sharing of best practices of working together</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming
<p>I. CSOs will be encouraged to form partnerships when applying for grants</p> <p><i>Responsibility: EUD + MS</i></p>

Priority 8
CSOs capacity in research and issue based interventions is strengthened
Indicator
Level of advocacy activities conducted on the basis of evidence based research
Actions
A. Analysis: Studies, mappings and research
<p>I. CSOs will be supported to conduct regular policy and thematic research pieces</p> <p><i>Responsibility: EUD + MS</i></p>
B. Policy dialogue, consultation and facilitation
<p>I. Hold regular research discussions amongst CSOs using their established networks</p> <p>II. Hold regular research and policy discussions with government and other sectors</p> <p><i>Responsibility: EUD + MS</i></p>
C. Funding: Operational support including mainstreaming
<p>I. Research will be encouraged within funded projects</p>

Priority 9
Coordination between EU and Member States with regards to CSOs improved
Indicator
Number of initiatives done jointly between EU and EU MS (including joint programmes and financial support to CSOs)
Actions
A. Analysis: Studies, mappings and research
<p>I. Review the modalities for basket fund for CSOs</p> <p><i>Responsibility:</i> IE, UK for the review of Tilitonse, EU for practices in other countries and financial procedures that could be used for successful pooling of funds for support to CSOs</p>
B. Policy dialogue, consultation and facilitation
<p>I. Hold regular discussions between the EU, MS and civil society with possibility to involve other DPs if interested.</p> <p><i>Responsibility:</i> EUD + MS</p>
C. Funding: Operational support including mainstreaming
N/A

5 DASHBOARD

Country: Malawi		
Process		
Area	Indicator	Achievement
Involvement of Member States in Roadmap elaboration	Member States present in the country are actively involved in the elaboration of the Roadmap	The Member States present in Malawi (DE, IE and UK). Have been actively involved in development of the Roadmap
Consultation with local civil society	The Roadmap has been prepared on the basis of consultations with a broad range of local CSOs respecting principles of access to information, sufficient advance notice, and clear provisions for	The local civil society (both local NGOs and international NGOs) has been consulted during the preparation of the Roadmap through bilateral meetings as well as organised consultative session. The

	feedback and follow-up.	draft document has been shared with the civil society.
Joint actions	Member States present in the country are actively involved in the implementation of the Roadmap priorities	<i>This part will be reported on during the annual reporting on the CSO roadmap</i>
Outcome		
Priority	Indicator	Achievement
<i>This part will be reported on during the annual reporting on the CSO roadmap</i>		